

PLAN FOR DEVELOPMENT
OF
STRATEGIC PLAN
FOR
INFORMATION HANDLING SYSTEMS

3 August 1981

1.0 GENERAL - SCOPE AND PURPOSE

A Strategic Plan for Information Handling Systems shall be developed and maintained. The Plan shall be published annually in time to provide goals, objectives, and implementation strategies to guide other Information Handling Systems planning, programming, and budgeting activities.

Purposes to be served by the Strategic Plan include:

- ° Ensuring a rational allocation of financial and human resources.
- ° Ensuring that IH Systems and Processes are responsive to the Agency mission in terms of improving quality of products, improving security, improving timeliness of decisions and responsiveness of products, increasing productivity and efficiency of human resources, and ensuring community compatibility.
- ° Establish architectural tenets for IH Systems to:
assure interoperability, standardization, and useability;
anticipate technology advances; and assure that Agency IH Systems are properly related and coordinated.

The scope of the Strategic Plan includes all electronically-base systems which affect the creation, movement, use, storage, retrieval, and disposition of intelligence and management information.

The Plan will be specific up to 5-7 years in the future. Planning beyond this period will be of a progressively more generic character.

2.0 RESPONSIBILITIES

The Strategic Plan for IH Systems shall be jointly developed by the IHSA and organizations which supply, consume, or affect information services in some manner.

The IHSA will be the focus for the planning activity and shall be responsible for:

- ° Planning and coordinating the data collection, analysis, and the formulation of goals, objectives, and implementation strategies.
- ° Integrating the parts into a cohesive Agency Plan and publishing the document.

Organizations which supply, consume, or affect information services shall be responsible for supporting the IHSA in:

- ° Data collection efforts (responding to directed questions or participating in working meetings).
- ° Analyzing the environment--that is, internal and external factors which may influence the plans for future information handling systems.
- ° Analyzing interface problems associated with inter-operation of new and existing systems.
- ° Formulation of architecture definitions, goals, objectives, and implementation plans.

3.0 METHODOLOGY

The development of a Strategic Plan is structured into 7 major activities:

- ° Define strategic goals
- ° Environment data collection and analysis
- ° Architecture definition
- ° Define goals and objectives
- ° Develop budget profile and constraints
- ° Define implementation strategies
- ° Coordinate and publish plan

These activities are further described in task definitions in following sections, along with schedule milestones. A top-level diagram of the planning process is depicted in Figure 1.

Salient aspects of the methodology include:

- ° Picking up in strategic planning where the Information Handling Task Force finished; the analysis, goals, and objectives described in the report titled "Information Handling Study--1980" will figure prominently in the planning exercise of 1981-1982.
- ° Data collection and analysis shall be by major information handling services (e.g., dissemination of information); such services typically span organizations and systems, thereby opening the way to better understanding of how organizations and systems relate.

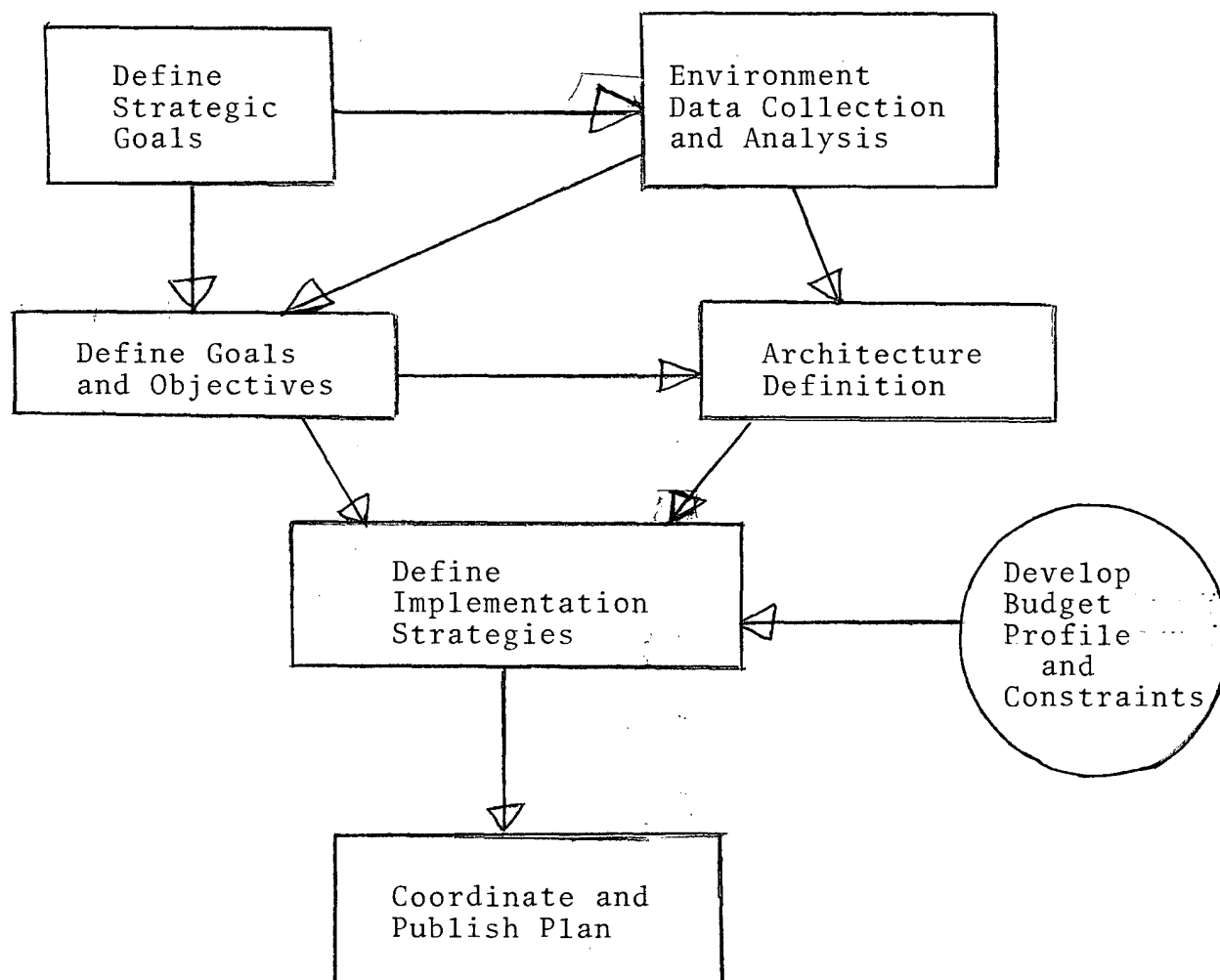


FIGURE 1

- ° A primary tool for gathering the best human resources available in the Agency will be the workshop. Workshops will typically be 1-3 days in duration, carefully orchestrated and focussed by the IHSA; workshops are viewed as a practical means of pulling key people, with heavy demands on their time, into the planning process.

4.0 TASKS

4.1 Define Strategic Goals

Strategic goals defined by the IHTG are:

- ° Improve quality of products
- ° Improve security
- ° Improve timeliness of decisions and products
- ° Increase productivity and efficiency
- ° Develop community compatibility

The purpose of this task is to validate and if possible, focus the strategic goals. Agency top-management participation in setting strategic goals, which align with the Agency mission, is required.

4.2 Environment Data Collection and Analysis

This task is to examine the current environment in terms of its weaknesses, strengths, and future information handling requirements. A clear understanding of the current environment is necessary to project the

future. Supplier, consumer, and other organizations with a vested interest in information services shall contribute to this phase by responding to specific questions and issues, and by participating in workshops. The database derived from this process is key to setting goals, objectives, and implementation strategic in later tasks. Subtasks include:

- ° Development of Point Papers (IHSA)
- ° Response to Point Papers
- ° Workshops

4.2.1 Point Papers

Point papers will be prepared on each of the major information handling services. Tentatively, those are:

- a) Recording of information
- b) Acquisition of information
- c) Dissemination of information
- d) Distribution of information
- e) Information reference services
- f) Reproduction of information
- g) Security, control, and accountability
- h) Computing support facilities
- i) Information systems development and
- j) maintenance
- k) Miscellaneous services

Point papers are intended to focus and direct the environment data collection and analysis effort. Point papers will typically contain:

- ° A summary of existing capabilities
- ° A summary of planned improvements
- ° A presentation of goals, objectives, and requirements stated in extant planning documents
- ° A presentation of issues and questions to be considered in the current planning cycle

4.2.2 Response to Point Papers

Point papers will be circulated to organizations which supply, consume, or affect information handling services for review, comment/expansion on issues, and answers to questions.

4.2.3 Workshops

Workshops, with key managers and technical personnel participation, will be conducted to assess the current state of each information service and to formulate goals and objectives. Point papers, and responses to same, will serve to focus the agenda for workshops. It is anticipated that action items will be generated in workshops and that the appropriate follow-up will take place.

4.3 Architecture Definition

This task is to develop a model of the Agency's information handling facilities, databases, and processes. The results of the environment analysis, technology trends, and affordability assessments will all influence the model. The model will describe (diagrammatically where possible):

- ° The structure of the Agency's information handling facilities and processes -- their interoperability, interfaces, and functioning.
- ° A unified information distribution network.
- ° A universal terminal network
- ° Major Agency databases--their composition, structure, residence, accessibility, use, and interrelationships.
- ° Communications
- ° Security and compartmentation

Subtasks include:

- ° Technology assessment
- ° Database Study
- ° Communications Facilities Study
- ° Data Flow Update

4.3.1 Technology Assessment

This task is to identify technology areas and future commercial products which may have a significant impact on information handling in the Agency. Technology areas identified as significant include:

- ° Encryption
- ° Microprocessors
- ° Mass storage devices
- ° Voice input/output
- ° Networking
- ° Optical fiber
- ° Teleconferencing
- ° Graphics/printing
- ° Multi-function workstations
- ° Software

Identification of clear technology trends and their impact on the Agency are to result from this task.

4.3.2 Database Study

This study is tasked to identify major Agency databases and describe their composition, structure, residence, accessibility, use, and interrelationships.

4.3.3 Communications Facilities Study

This study is tasked to develop a complete description of the Agency's Washington Area Communications Network. The network is to be presented in a diagrammatic manner with a hierarchical breakdown.

4.3.4 Data Flow Update

This task is to update a document describing the flow of electrical traffic in

the Agency Headquarters Building. Sources, formats, and volumes of data are described. Processing steps, decision points, and involved OC/ODP systems are to be included.

4.4 Define Goals and Objectives

This task is to integrate the results of the data collection and analysis tasks (previously performed with a functional orientation--task 4.2), apply the necessary analysis, and define Agency Goals and Objectives for Information Handling which are consistent with Strategic Goals (task 4.1). Goals are less specific than are objectives, both in terms of what is required and how and when it is to be implemented; goals establish the framework for the more specific aspects of the plan--the objectives.

Priorities are to be defined to guide later planning and programming activities. Options and decision factors are to be developed and highlighted.

The results of this task will be input to the Architecture Definition and Implementation Strategy Definition tasks.

4.5 Develop Budget Profile and Constraints

This task is to profile the Agency financial resources for information handling and to establish constraints for new initiatives. Total financial resources by year

for the next five years are to be identified and allocated into broad categories; those resources committed to ongoing services and programs are to be identified so that tradeoffs can be considered, and so that perspective on resources available for new initiatives is provided.

The results of this task are to be input to the task of defining implementation strategies (task 4.6).

4.6 Define Implementation Strategy

This task is to define the options for implementing goals and objectives; select from the options the planned approach; and establish expected cost, milestones, and other strategic aspects of an implementation plan.

4.7 Coordinate and Publish Plan

A draft version of the Strategic Plan for Information Handling Systems is to be completed by July 1, 1982. The draft is to be coordinated with all concerned organizations during the month of July; the Plan is to be revised during the month of August and published by September 1, 1982.

4.8 Coordinate on Contingency Planning

The Strategic Planning effort will meet periodically with those projects responsible for contingency planning to factor the results of those efforts into the Plan.

5.0 MILESTONES (See Figure 2)

6.0 RESOURCES

It is planned that five man-years of dedicated effort (people spending at least 1/2 time) go into the development of the 1982 Strategic Plan for Information Handling. In addition, through workshops and ad hoc meetings, the thoughts and efforts of others will be brought to bear on the planning process.

The IHSA will provide half of the dedicated effort (2.5 man-years). The other 2.5 man-years is to be provided from other organizations. Tentatively, the breakout of support is:

NFAC - one full time person

DDS&T - one person 1/2 time

OC - one person 1/2 time

ODP - one person 1/2 time

In addition, the Comptroller will be expected to support task 4.5 (estimated at 2-3 man-months).

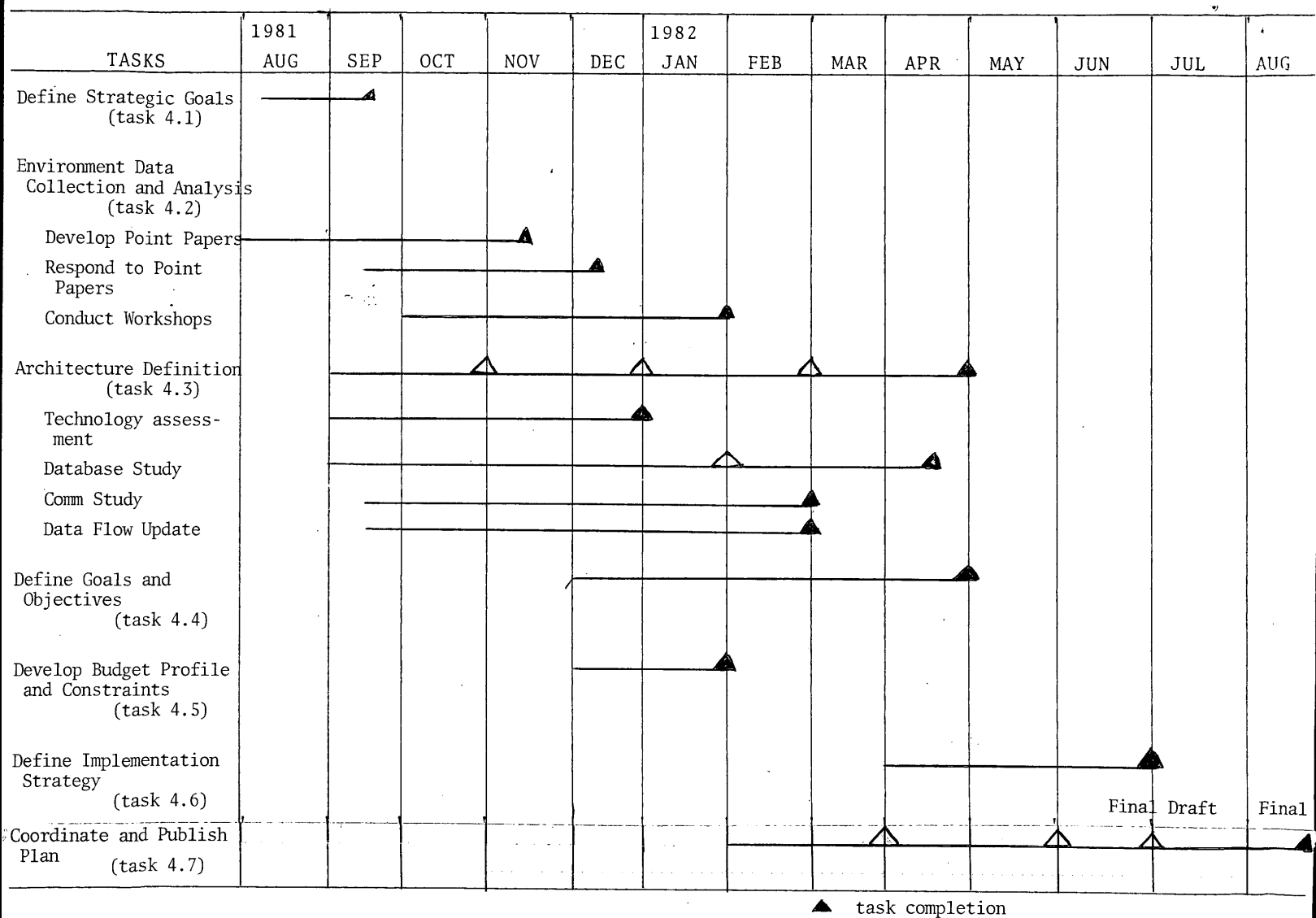


FIGURE 2